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8 APR 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Management Advisory Group Recommendations

1. This memorandum is for your information.

2. On 26 March 1971, you sent through me to the Director of Training and the Director of Personnel, respectively, MAG papers dealing with the Career Training Program and the probationary period. While the two papers were principally the concern of the officers to whom they were forwarded, we felt that the other would each have some worthwhile comment to make, and we, therefore, presumed to make copies and requested such comment. Both the Director of Training and the Director of Personnel responded on the probationary paper. While only the Director of Training responded on the CT paper, the Director of Personnel advises me that [] discussed it with [] the head of the Program. 25X1

3. Mr. Cunningham and Mr. Fisher, in their papers which are attached, have taken essentially similar positions against the extension of the probationary period. Mr. Cunningham believes that the best way to respond on the CT issue is to discuss it with the MAG. I agree. Before that is done, however, we want to review the Program with Mr. Cunningham and Mr. Fisher. [] and I have some thoughts about it which we will discuss with them, following which -- panels being popular these days -- the four of us could meet with the MAG. 25X1

4. I think we must be concerned with the implications of the statements made by the MAG on both of these subjects. In the case of the CT paper, though we might agree with the conclusion, it is reached for the wrong reasons and, in fact, it appears that the MAG has drawn again on a good deal of misinformation. Indeed it is regrettable that, with access to Agency sources for facts, the Group did not do the simple research which would have obviated some of the assertions made. The basic

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fallacy of the MAG proposal on the probationary period is the old one of treating the symptoms rather than the disease. In essence, it proposes to transfer to some procedural mechanic — read "Panel" — the supervisory responsibility for forthright evaluation of employee performance and the courage to initiate remedial — including separation — action where it is evident that the individual is not going to be a satisfactory long term employee of the Agency. Such a shifting of responsibility — a de-personalizing of supervision — is neither sound nor healthy management. I would suggest that the failure of the new professional to develop properly in the early years is as frequently a failure by the Agency as by the employee.

25X1

John W. Coffey
Deputy Director
for Support

5 Atts

- Att 1: Basic MAG Memo dtd 25 Mar 71 for ExDir, subj: Recommendation on Lengthening the Employee Probationary Period
- Att 2: Basic MAG Memo dtd 25 Mar 71 for ExDir, subj: Recommendation that the CT Program Be Re-examined
- Att 3: Memo dtd 7 Apr 71 for ADD/S fr DTR re Att 1 listed above
- Att 4: Memo dtd 7 Apr 71 for DD/S fr D/Pers re Att 1 listed above
- Att 5: Memo dtd 2 Apr 71 for Ex. Dir., -Compt. fr DTR, subj: MAG Comments About the Career Training Program